

# TIG *Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

JULY - AUGUST 2002

**Compliance  
Inspections**  
For FOAs, DRUs

**Child  
Development**  
EDIS Now Inspectable

**Personal  
Finances**  
When Debt Piles Up

**War Reserve  
Material**  
Not For War Only



**ALSO: Recent Audits • Medical Inspections**

# TIG Brief

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### THE INSPECTOR GENERAL BRIEF

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## A good trend — and the people behind it

**A**s I review data regarding Air Force complaints over the past few years, a good trend has begun to emerge—the number of IG complaints is decreasing.

The number of individuals contacting IGs regarding complaints has decreased over 5 percent each year since 1998.

The average decline in complaints regarding senior officials is over 15 percent during that same period.

IGs at every level are tasked to be the “eyes and ears” of commanders; inform commanders of potential concerns; to be the ombudsman, fact-finder and honest broker in complaints resolution; educate and train Air Force personnel on their rights and responsibilities regarding the IG system; and prevent, detect, and correct FW&A and mismanagement.

Air Force IGs have been

executing these roles and responsibilities in an excellent manner. Commanders and supervisors are doing better at taking care of people as indicated by the steady decline in complaints.

IG-assigned personnel everywhere are actively involved in their areas of responsibility. This active involvement coupled with innovative ideas and programs have helped resolve many issues before they needed to go to investigation.

The education, training and dispute resolution tools that have been recently implemented are also keys to declining trends. Holding IGQ Worldwide Conferences annually vice every 2 years, significant improvements to our Installation IG Training Course, and our newly released web-based Investigating

Officers' Toolkit should result in further improvements. However, we can't rest on our laurels. We must continue to be vigilant and look for ways to do our jobs better and more efficiently. With the continuing war on terrorism, heightened OPTEMPO, and the increased demand on our Guard and Reserves, your resourcefulness and dedication are needed even more. I'm confident you will continue to ensure that we have the best IG system “here to help” in the world's best Air Force.




RAYMOND P. HUOT  
Lieutenant General, USAF  
The Inspector General

## IMAGERY THIS ISSUE

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Airman 1st Class Joanna E. Reihle (EDIS)  
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Page 19: Tech. Sgt. David J. Ahlschwede  
Page 21: Image by Mr. John Clendenin  
Page 23: Courtesy U.S. Air Force Museum,  
Wright-Patterson AFB, Ohio  
Back: Image by Mr. John Clendenin



# Tell the Air Force story



**Brig. Gen. Ronald T. Rand**  
**Director**

**Secretary of the Air Force**  
**Office of Public Affairs**

**T**he Global War On Terrorism is being fought in a 24/7 global information environment fueled by the worldwide web, satellite transmission and digital imagery. It means all news, all opinions and all photos can be anywhere in the world, instantaneously and continuously. In this never-ending riot of voices, pictures and sounds flooding our infosphere, it's hard to hear any one voice with clarity, and harder still to leave a lasting imprint of our own.

And yet we need to leave a lasting imprint of America's Air Force on the Global Information Environment, and in the minds and hearts of our Air Force family, the great American public, and our friends and allies — and even our adversaries — around the world. The explanation for this is simple: Keeping our people informed — military, civilians, families, retirees — goes to the heart of airman morale and readiness. Keeping the great American public informed builds public trust and support for our people and our mission. And informing international audiences about air and space capabilities and commitment increases global influence and deterrence.

We all have a key role in making it happen, by what we say and do every day in our personal and professional lives. Why? Because we're all leaders, and a fundamental, essential, nontransferable requirement of leadership is a willingness and ability to communicate.

At Air Force Headquarters we're doing everything we can to tell the Air Force story — and we're having some success. Secretary Roche and General Jumper are carrying the message



through appearances on Larry King Live, Congressional testimony, speeches to a broad range of audiences, and frequent interviews with national and international media.

Because they are fully engaged, and because they urge other leaders to be, more of our senior leaders are involved than ever before.

We're also working to tell our story in the popular media. David Letterman featured a Top Ten List of why it's cool to be in the Air Force and a CBS reality series called "American Fighter Pilot" showcased our demanding training, teamwork and lifestyle.

While designed to support recruiting and retention, our newest Air Force television ads also educate viewers on the breadth of our important missions and feature aerial refueling and space.

But no matter how much we do, it won't be enough without your help. The global information environment is too big, too crowded, too competitive, and too frenetic for a few — or even a few hundred — voices to define and continuously refine our Air Force presence. We need everyone ... and this means you!

The place to start is at home and with your family and friends. We take our excellence for granted. It's what we expect and what we do. But your neighbor may not understand the complexity of keeping F-16s ready to fly. Your brother or sister may not think about all it takes to airlift people and supplies half way around the world and deliver them in austere and remote locations. The people you worship with may not connect quality of life programs with retention and our ability to fight and win America's wars. We need to tell all of these important stories to as many people as we can.

I view this important mission in terms of three main points:

- No. 1: We must all tell our story at every opportunity; to do that, everyone in our Air Force must be involved, with commanders leading the way.
- No. 2: We have a good story to tell. It starts with

# and leave a lasting imprint

great people, united by our core values of integrity first, service before self, and excellence in all we do. It builds on the shared trust that we're an Air Force family, and a family Air Force. It's anchored to the promise that we take care of our own. And it's inspired by an abiding belief that there's nothing more important than family, and there's no place like home. On this foundation, the story takes the shape and voice of the person telling it — his/her experiences, his/her job and responsibilities, his/her openness and willingness, and his/her passion and enthusiasm.

• No. 3: There's only one way to engage in this critical mission, whether with your troops, the media, or the chamber of commerce—with enthusiasm, persistence, honesty, situational awareness, and preparation. Know who you're talking to and what effect you want to create. Develop the messages you'll need to create that effect with your audience. Anticipate the tough questions and challenges, and prep for them. Practice, and practice some more.

Stay in your lane. Never degrade the contributions or capabilities of our sister services and allies; we're one team. And pay close attention to your audience to find out if your message is getting through. Remember, in the communication business it's not what you say that counts, it's what they hear.

Now for a couple of the finer points. First, the media are not the enemy. They are as important to the concept of democracy, and as essential to the freedoms we love, and as protected by the Constitution, as the military is. True, they're everywhere, and they are insatiable. But that's good, because they're our primary bridge to all our target audiences. Like all other forms of human experience, the military-media relationship works best when it's founded on bonds of trust, bonds which can only be developed over time and experience. So please, start now.

Second, challenges and opportunities abound in the global war on terrorism—so much so, we

can't track them all. So please look for those challenges and opportunities, raise them to your commander and public affairs office, and help us turn them into stories. We need everyone involved.

Finally, and most importantly, always tell the truth. Our first core value demands it. Your personal credibility and reputation, and the credibility and reputation of our Air Force, depend on it.

Secretary of Defense Rumsfeld, an expert communicator, puts it this way: "Our credibility is so much more important than shaving the truth. So when I don't know something I just say I don't know it. If it's something I'm not going to talk about, I just say I'm not going to talk about it."

He and President Bush have made it clear we will not intentionally and knowingly lie, misinform, disinform or deceive any audience, foreign or domestic. There's no need to. Our cause is just, so just tell the truth. And do it every chance you get. ♦

## Telling the Air Force Story: Resources

- Air Force Link: The U.S. Air Force official Web site: <http://www.af.mil>
- USAF Aim Points: Daily summary of news, messages and communication tactics. Subscribe by sending a blank e-mail to: [join-usafaimpoints@mercury.afnews.af.mil](mailto:join-usafaimpoints@mercury.afnews.af.mil)
- Air Force Issues & Answers: Latest information and background on key issues and a wide variety of resources on important Air Force topics:

<https://www.issues.af.mil> (accessible from af.mil domains only)

- USAF Talking Points: Periodic operational summaries, themes and senior leader quotes. Subscribe by sending a blank e-mail to:

[join-talkingpoints@mercury.afnews.af.mil](mailto:join-talkingpoints@mercury.afnews.af.mil)

- Air Force News: View online at <http://www.af.mil/newspaper> or sign up at <http://www.af.mil> under the Subscribe link



# Efficient, effective self-inspection

**Col (Dr.) Don Geeze** HQ AFIA/SG2 donald.geeze@kirtland.af.mil

**I**nspectors at the AFIA Medical Operations Directorate represent a cross section of the Air Force Medical Service. While they are among the best in their respective fields, they are selected to be inspectors based upon verbal skills, flexibility and the ability to grasp “the big picture.” However, one skill at which they all learn to excel is the ability to inspect efficiently and effectively.

Despite the desire of AFIA/SG to have the Health Services Inspection (HSI) process viewed as unobtrusive and not something to “prepare for,” we know that people in the field still view an HSI as a measure of their success and as a test that requires study to pass.

Regardless of this difference in perception, self-inspection is critical. Whether you believe that your priority is doing the job every day as it should be done, or if you believe that there are some things that should only be done to prepare for an HSI, self-inspection is key to success. The question is: How do you fit self-inspection into a schedule already saturated with priorities?

A ubiquitous problem across the AFMS (and probably the AF) is ineffective self-inspection. This is made more obvious to us by the fact that, as inspectors, we know how to inspect effectively. If self-inspection is not effective, it is simply a waste of precious time. To inspect effectively, one must inspect efficiently. To inspect efficiently requires a change of mindset and surrendering cherished but false beliefs. These beliefs are:

“More is better.”  
 “We must cover all bases.”  
 “Nit-picky details are impor-

tant—and the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and AFIA will check them.”

Some illustrations of how AFIA medical inspectors perform their mission may help you to model self-inspection programs to work more effectively.

AFIA inspectors understand the axiom: “The first chart looks like the second chart looks like the third chart ...” When attempting to discern whether a program or process is working, one or two records will usually give inspectors the information they need. For example, if we suspect elevated blood pressures are not being appropriately addressed, inspectors select some records of middle-age males. Then we focus only on blood pressures. Usually within a minute we will know if the culture of your organization is such that elevated blood pressures are addressed or not.

Likewise, if we suspect abnormal laboratory results are not being attended to, we will ask the pharmacy for a list of the 10 highest cholesterols, prostate-specific antigens or glucoses from two months ago. Inspectors will review five of those records for notes addressing these results. Either they’ll all have notes, or your organization has a serious problem.

If inspectors suspect profiles are not being done on patients with medical conditions that might affect duty performance, we will ask the pharmacy for

a list of prescriptions for sumatriptan, Fiorinal, Tegretol, Neurontin, Prozac, albuterol inhaler or Flovent inhaler. Then we’ll check the records of five or 10 of these; if profiles have not been done, there should either be a good reason why not, or your providers need to be educated on principles of occupational medicine.

The above techniques also indirectly address the second and third false beliefs: If the important things are getting done, the less important tasks generally are, too. When we inspect, we attempt to look mostly at the important things. The longer the checklist, the less attention paid to each item, so inspectors (and self-inspectors) should carefully choose one or two critical processes to assess. For these processes to be performed well, the “nit-picky details” generally will have to have been done, too.

Medical units usually self-inspect clinical processes by handing a long checklist (often more than one page) and at least 10 records to a provider as a task to be performed after a normal day of work seeing patients. In other words, someone who is motivated only to get through the task expeditiously (also known as pencil whipping) is given a task that appears unfocused and too complex. This inefficiency and resultant ineffectiveness gives our inspectors something to write about.

By performing efficient and effective self-inspections, your organization will save time and uncover real problems that would otherwise result in HSI findings, or worse, adverse mission impact or sub-optimal medical care. ♦

## Inefficient and ineffective

More is better  
 Cover all bases  
 Nit-picky details

## Efficient and effective

The first is the same as the second ...  
 Check one or two critical processes  
 Big picture





# Recent **AUDITS**

Mr. Jerry Adams AFAA/DOO DSN 426-8013

## **Prior Year Obligations**

Wing resource advisors accurately recorded prior year obligations that they could trace to supporting documentation; however, for 54 of the 100 obligations Audit reviewed, wing personnel did not maintain or have access to documentation supporting the original obligation. They did not keep working papers or schedules supporting periodic validations of obligations reviewed.

Validating obligations ensures funds are used for their intended purposes and identifies previously obligated funds that can be de-obligated and used to meet other mission requirements.

During the audit, resource advisors, contract officers, and accounting liaison office technicians worked together and submitted appropriate documentation to de-obligate 19 of the 54 prior year obligations, resulting in better use of \$239,672.

*Report of Audit  
F2002-013-WS0000*

## **Telecommunications Services**

An audit of an Air Logistics Center's telecommunications system quality assurance program identified several significant problems.

Quality assurance evaluators had not reviewed contractor performance for over one year.

Seventy-five percent of the assigned evaluators had not received all required training.

Neither the base telecommunications nor contractor personnel maintained complete and accurate cable records. Telephone control officers did not validate assigned unit telephone numbers. Management implemented procedures to decrease the opportunities for fraud, waste and abuse; increase management oversight on acquisition planning and modifications; and allow full utilization of all available resources to provide more effective services.

*ROA  
F2002-0009-DR0000*

## **Managing Secure Telephone Units**

Wing units did not effectively manage secure telephone units (STU-IIIs). Specifically, unit personnel did not maintain accurate accountability.

For example, custodians had STU-IIIs on hand but not recorded on Custodian Authorization/Custody Receipt Listings (CA/CRLs) and had STU-IIIs on CA/CRLs that could not be physically located. Also, the wing had excess STU-IIIs on hand that could be used to satisfy other valid requirements.

Accurate accountability over STU-IIIs is necessary to help prevent or detect loss of mission essential telephones that provide secure voice and data capability.

*ROAs F2002-0023-EA0000,  
F2002-0024-EA0000, F2002-0026-EA0000,  
F2002-0029-EA0000  
and F2002-0032-EA0000*

The Air Force Audit Agency (AFAA) provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports

and a listing of recently published reports by contacting Mr. Jerry Adams at DSN 426-8013; e-mailing [reports@pentagon.af.mil](mailto:reports@pentagon.af.mil); writing HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at <http://www.afaa.hq.af.mil>.

## *Reach Back*

Many **TIG Brief** editions back to 1943 available @  
<https://www-4afia.kirtland.af.mil/TIG-Brief/TIG-Brief-index.htm>



# MISSION *Brief*

**T**he Air Force Doctrine Center is headquartered at Maxwell Air Force Base, Ala., with operating locations at six military installations (five Army and one Air Force), a detachment at Langley AFB, Va., plus a liaison office in the Pentagon. Here are the primary components of its mission:

- Responsible to the Air Force Chief of Staff for research, development and production of Air Force basic and operational doctrine, as well as joint and multinational doctrine.
- Coordinates with the major commands on their development of tactical doctrine.
- Assists other services' doctrinal development efforts.
- Reviews the application of doctrine

education systems in the career-long continuum of education for all Air Force personnel.

- Advocates the doctrinally correct representation of air and space power in key Air Force, other service and joint campaign models and exercise scenarios.
- Participates in Air Force, other service and joint wargames and key exercises to ensure scenarios provide a realistic depiction of the uses and impacts of air and space power.
- Examines/explores and advocates methods to better use modeling and simulation to support realistic training, exercises and studies.



- Provides research assistance to doctrine development and education processes.

- Collects and maintains inputs for Air Force lessons learned which arise from exercises and operations.

- Participates in the development and investigation of future operational concepts, technologies and strategies to anticipate potential enhancements to, or conflicts in, doctrine.
- Maintains awareness of future Air Force planning.

TIG Brief thanks Maj. Patti Frisbie (USAFR) for contributing to this page.

## *Air and space*

*doctrine* is a statement of officially sanctioned beliefs and warfighting principles which describe and guide the proper use of air and space forces in military operations. It is what we have come to understand, based on our experience to date. The Air Force promulgates and teaches this doctrine as a common frame of reference on the best way to prepare and employ air and space forces. Accordingly, air and space doctrine shapes the manner in which the Air Force organizes, trains, equips and sustains its forces.

Doctrine prepares us for future uncertainties and, combined with our basic shared core values, provides a common set of understandings on which airmen base their decisions.

Doctrine consists of the fundamental principles by which military forces guide their actions in support of national objectives. It is the linchpin of successful military operations. Air Force doctrine is meant to codify accumulated wisdom and provide a

framework for the way we prepare for, plan, and conduct air and space operations.

In application, doctrine is not dogma; it must be tempered by good judgment. It should never be dismissed out of hand or through ignorance of its principles.

Air and space doctrine is an accumulation of knowledge which is gained primarily from the study and analysis of experience, which may include actual combat or contingency operations as well as equipment tests or exercises. As such, doctrine reflects what has usually worked best. In those less frequent instances in which experience is lacking or difficult to acquire (theater nuclear operations), doctrine may be developed through analysis of theory and postulated actions.

Doctrine development is never complete. Innovation has always been a key part of sound doctrinal development and must continue to play a central role. Doctrine is constantly changing as new experiences and advances in technology point the way to the force of the future.

— Air Force Doctrine Document 1

## *Doctrine is about:*

- *Protecting our Nation's treasure ... not being a national treasure.*
- *What's important ... not which service is important.*
- *Organization ... not organizations.*
- *Using mediums ... not owning mediums.*
- *Warfighting ... not physics.*
- *Effects ... not systems or platforms.*

<https://www.dctrine.af.mil>





# CRIME in the Air Force

## **OSI Teams with Base Contracting**

Base-level contracting offices and OSI agents are forming new partnering relationships to deal with dishonest contractors.

According to Maj. Gerald Ven Dange, OSI's acquisition advisor, the effort came to life after conversations between OSI fraud program managers and members of the contracting community sought improvements in their working relationships.

"The prevailing opinion was that the two communities often times worked independently when battling contract fraud and didn't share information that could help each other's mission," said Ven Dange.

The partnerships will establish individual points of contact within each contracting office who will serve as onsite contract advisors and assist whenever appropriate on fraud-related investigations.

"That person will be the agent's conduit into the contracting world," said Col. Wilma Slade, chief of resources and analysis for the deputy assistant secretary of the Air Force for contracting. "The points of contact will know their way around the contracting community and be able to provide expert information as needed for an investigation."

Ven Dange said the centerpiece of each relationship will be a Joint Fraud Plan, or JFP, composed at each installation to jointly establish goals

and objectives.

"Each JFP will be a collaborative effort that formally ties the two missions together and leverages each side's insights and expertise," Ven Dange said. "This is the ideal way to ensure both communities have a stake in the success of the plan, and it gives commanders in the field the flexibility to tailor their fraud program to suit their needs."

Also involved are cross-functional training opportunities for OSI agents and contracting personnel.

## **Joint Office**

The first joint Defense Criminal Investigative Office has opened in Arlington, Texas. There, OSI agents have joined forces with Department of Defense, Navy and Army investigators to combat central systems fraud.

"The new arrangement is expected to bring greater efficiency to the difficult task of conducting complex DoD fraud investigations since many of these investigations are conducted jointly and involve two or more DCIOs," said OSI Assistant Special Agent in Charge John Carpenter, OSI Detachment 110, Operating Location M.

"The new DCIO office has improved communication and cooperation among DCIO crime fighters in Texas," said OSI Executive Director Dan Butler. "The building makes a great impression on the AUSAs (assistant U.S. attorneys) who meet with us there."

OSI has three agents from Det. 110, OL-L assigned to the DCIO. In another cost-saving move, Region 7 OL-G agents also share the office space.

While the collocation of the agencies makes for a "purple" environment for information and resource sharing, they retain their original chains of command.

## **Tell-all video**

Six airmen videotaped themselves assaulting two British citizens in a park near RAF Lakenheath, England. When they tried to return to base, security forces, tipped off by British police, searched their vehicle, recovering a video recorder. Security forces found the tape in nearby bushes.

British police found yet another assault on the tape involving six more unidentified airmen. Base audiovisual personnel helped OSI agents obtain still photos from the tape. Then the OSI met with all the first sergeants, who identified several of the airmen. The remaining assailants were identified by their partners in crime.

Civilian authorities relinquished jurisdiction of the case to the Air Force, and 12 airmen were eventually punished for the assaults. Eight were court-martialed and received confinement ranging from 10 days to four years. Eight went from two stripes to none. The other four received Articles 15, and two await administrative discharge. ♦

**The Air Force Office of Special Investigations protects the Air Force from a multitude of criminal, mission-degrading influences by conducting counterintelligence for force protection, resolving**

**violent crimes impacting the Air Force, combating threats to information systems and technologies, and defeating and deterring acquisition fraud.**



## Field Operating Agencies • Direct Reporting Units

Lt. Col. Edgar Castor HQ AFIA/CVI [edgar.castor@kafb.saia.af.mil](mailto:edgar.castor@kafb.saia.af.mil)

A new division at the Air Force Inspection Agency now performs compliance inspections for more than two dozen field operating agencies and direct reporting units.

Establishment of the CI Division is a concrete approach to conducting AFIA-led compliance inspections.

CIs (inspections of nine by-law requirements only) were initiated at AFIA in July 1998

but preempted in calendar year 2000 because of a Secretary of the Air Force and Chief of Staff-directed Air Force-wide data collection effort concerning compliance inspections. In addition to an Eagle Look (AFIA management review) of CIs, the agency reviewed the applicability and utility of these inspections as they relate to direct reporting units (DRUs) and field operating agencies (FOAs).

The results of the Eagle

Look were incorporated into Air Force Instruction 90-201, *Inspector General Activities*.

AFIA's new division has been on the drawing boards since late 2001, when the commander, Col. Worth Carter, tasked the agency to use the results of the CI Eagle Look to come up with a viable and robust assessment tool for DRUs and FOAs. Input from subject-matter experts and affected units led to the fol-

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lowing conclusions:

AFIA-led CIs will provide oversight of five mandatory items identified as by-law, Executive Order or Department of Defense Directive as listed in AFI 90-201, Attachment 6, Paragraph A6.2.



Along with the by-law requirements, AFIA will inspect the following mission areas: communications and information, personnel and information security, and unit programs/commander's support staff.

In January 2002, this concept of a beefed-up DRU/FOA compliance inspection was briefed and approved by The Inspector General (TIG). AFIA then established the inspection criteria and identified the required expertise and personnel to conduct the inspections as well as the units that will be inspected.

As with the major command IG compliance inspections, the AFIA CI process provides DRU and FOA senior leadership an independent evaluation of their units' compliance with public law, executive orders, as well as DoD and Air Force directives. This inspection also includes areas identi-

fied by senior leadership as critical to the health and performance of the Air Force as an essential result or objective in the strategic plan.

AFIA identified 25 DRUs and FOAs eligible for this assessment. The current concept of operations is a two-year inspection cycle with the team traveling during a six-month window each year and completing 12 inspections.

The six-month window runs from late January to late June. For the rest of the calendar year, inspectors will be assigned to Eagle Look teams, which deal with Air Force policies, programs and issues in a review—not an inspection—capacity.

DRUs and FOAs face unique challenges in that they rely on and work with their installation's host wing to manage many of their support programs. Additionally, a quarter of these units are geographically separated units (GSUs), far from their host wing, further complicating support issues.

The aim of the AFIA CI team is to provide the expertise and knowledge to not only evaluate these units and their programs but to also ensure that FOAs and DRUs receive the support they require.

*We're here to help!* ♦

## FOAs & DRUs

Here are the direct reporting units and field operating agencies subject to inspection:\*

- Agency for Modeling and Simulation
- Air National Guard Readiness Center
- Audit Agency
- Base Conversion Agency
- Center for Environmental Excellence
- Civil Engineering Support Agency
- Command and Control & Intelligence, Surveillance, and Reconnaissance Center
- Communications Agency
- Cost Analysis Agency
- Doctrine Center
- Flight Standards Agency
- Frequency Management Agency
- Historical Research Agency
- Inspection Agency
- Logistics Management Agency
- Manpower and Innovation Agency
- Medical Support Agency
- National Security Emergency Preparedness Agency
- Operational Test and Evaluation Center
- Pentagon Communications Agency
- Personnel Center
- Safety Center
- Security Forces Center
- Services Agency
- Weather Agency

*\*Editor's note: The official name of each organization begins with "Air Force." We shortened the names to streamline the list.*

# HOLD the PHONE!

Here's an update to our IG Phone Book in the Jan.-Feb. *TIG Brief*: The entry for Air Force Space Command's 821st Support Group at Buckley Air Force Base, Colo., should now read 460th Air Base Wing. The contact is now DSN 877-9175, not "Call 21 SW/IG."



# TIG Bits

## Lessons Best Practices from the field

### Lakenheath's Child Find Team

At RAF Lakenheath, England's 48th Medical Group serves troops' disabled children through EDIS, the Educational and Developmental Intervention Service. The group's Child Find Team does an especially effective job of marketing EDIS services in schools, the community and the medical treatment facility.

According to leading medical theorists, early diagnosis of medical problems in children saves vast amounts of time, money and stress. Data standardization, accurate reporting and internal efficiencies were all improved and nearly \$500,000 saved. The entire effort cost just under \$40,000, leading to a substantial return on investment during the team's first year.

The impact of Lakenheath's Child Find Team is dramatic, both in terms of tangible and intangi-

ble results. During two recent deployments, of the approximately 1,000 parents in the target group, no military members returned due to concerns for their disabled children.

Without the contribution of the Child Find Team, Lakenheath would be unable to maintain a large pool of prepared forces. The Child Find improvements are sustained with regular training and education of the stakeholders. The program was the top-rated EDIS clinic worldwide.

**Maj. Bryan Vyverberg**  
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### Just-in-time HAZMAT delivery at Bolling


The hazardous material (HAZMAT) pharmacy at Bolling AFB, D.C., has instituted a just-in-time delivery system for all designated hazardous materials used on base. With this system, HAZMAT is stored and owned by off-base vendors and only ordered in specific amounts to satisfy a specific need, leading to significant reductions of material stored on base and greatly reducing the costs associated with the disposal of HAZMAT.

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## Tracking information assurance at the Air Force Weather Agency

### Hill's tactical weather board

The weather flight at Hill AFB, Utah, designed and built a 4- by 5-foot board to display weather products printed on letter-sized paper. The board is made of lightweight canvas with clear plastic stitched to the fabric and a waterproofing agent applied to the back side. It can be folded for quick removal during evacuations. The board allows weather troops immediate access to weather data in alternate locations. The weather board can be packed up in less than 10 seconds.

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### PACAF's team concept for IROs

The Air Force Inspection Agency has cited Pacific Air Forces for PACAF's approach to the A-76 (competitive sourcing) study program's independent review officer concept.

In a recent Eagle Look (management review), an AFIA team notes that PACAF believed that a single review officer could not effectively review cost comparisons, so PACAF had their IRO establish an ad hoc, cross-functional expert team.

The IRO team capitalized on expertise from four functional specialties, reducing the review time from eight weeks to 10 days. This approach also dramatically reduced costly errors while simultaneously providing wing-level teams with expert guidance and leadership. For information on Eagle Looks, go to:

<https://www-4afia.kirtland.af.mil>.

**Master Sgt. Tad Barnes**

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The Air Force Weather Agency at Offutt AFB, Neb., has developed a database that tracks Security Awareness Training and Education (SATE) and Netpro computer-based training. The program compiles monthly and annual reports, as well as statistics by unit, duty and classification levels, and identifies newcomer and recurring training needs.

Additionally, the database tracks personnel whose passwords have been cracked. The personnel are notified via the database of the need to change their passwords. The database also flags personnel whose passwords have been cracked three months in a row. These personnel are locked out of the network until recurring password training is completed.

Validating initial and recurring SATE training used to take two people two days every month. This automated database enables the validation to be done more accurately in less than an hour by a single person, saving more than 20 work hours per month.

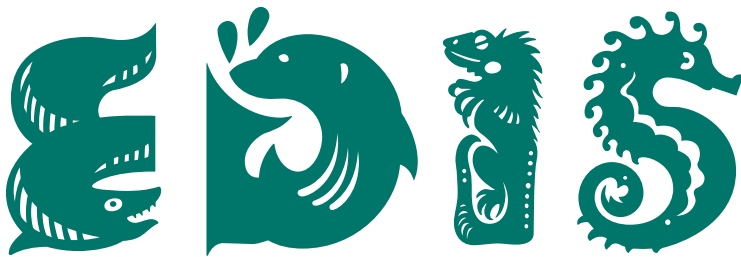
The database also provides the capability to collate personnel information by division, clearance and duty title. The database is multipurpose and can be tailored for use by any organization.

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## Educational, developmental program subject to full inspection



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The Sustained Performance Odyssey inspection process has transitioned from beta tests to full inspections of Educational and Developmental Intervention Services (EDIS) clinics.

In 2000-2002, seven Air Force medical treatment facilities (MTFs) were engaged in beta tests to calibrate the inspection tools and what was examined in EDIS clinics.

Over 30 focus groups on transition activities, working relationships and customer satisfaction were held with parents and personnel from Child Development Centers, Department of Defense Dependents Schools (DoDDS) and Section 6 Schools.

Beta test sites included RAF Lakenheath, England, Aviano AB, Italy, Spangdahlem AB, Germany, Incirlik AB, Turkey, and Lajes Field, Azores, and the Early Intervention Services (EIS) at Maxwell AFB, Alabama, and Robins AFB, Ga.

Air Force EDIS clinics provide eligible children of military members and civilian personnel overseas medical intervention to support their educational needs.

Medically-related services (MRS) are for

preschool and school-age children from 3 - 21 years of age.

EIS is for infants and toddlers from birth to 3 years of age.

### **Historical Perspective and Current Guidance**

JCAHO T(the Joint Commission on Accreditation of Healthcare Organizations) requested that AFIA review health care in EDIS clinics in 2000. Medical care, effectiveness and efficiency of medical management in EDIS clinics were reviewed during two phases of beta testing.

EDIS evaluation criteria are developed with input from Air Force subject matter experts and reviewed by Air Force and major command program managers.

Criteria are oriented toward programs and processes and relate to health care access, adequacy and acceptability. Overarching guidance for EDIS comes from IDEA, the Individuals with Disabilities Education Act, and Department of Defense instructions.

Air Force Inspection Agency medical inspectors conducted EDIS beta tests using



the 2002 HSI Guide, OPS 7.4.1 - 7.4.8.

### **Lessons Learned**

The HSI Guide does not take the place of JCAHO standards. Air Force guidance in Air Force Instruction 44-119, *Clinical*

*Performance*

*Improvement*, and AFI 41-210, *Patient*

*Administration*,

directs all areas of Air Force MTFs to follow JCAHO

standards. Thus, the *Comprehensive*

*Accreditation*

*Manual for*

*Behavioral Health*

*Care* (CAMBHC)

applies to EDIS.

Familiarity with updates to the

CAMBHC and

JCAHO website

([www.jcaho.org](http://www.jcaho.org))

can assist EDIS

staff with adher-

ence to JCAHO

standards. As

JCAHO standards

and Department of

Defense and Air

Force instructions

are revised, HSI element criteria are modi-

fied to reflect the required changes.

EDIS is both educational (DoDDS) and

medical (Air Force Medical Service). AFI

41-210 and 41-110 marry the Air Force

Medical Service and JCAHO; therefore

EDIS must meet JCAHO standards.

The two-year beta-test process is com-

pleted. EDIS

programs are

now subject to

full inspection.

Discrepancies

will continue to

be shared with

the JCAHO sur-

vey team.

Significant

findings in the

EDIS program

areas will be

included in an

MTF's overall

inspection rat-

ing.

EDIS in-

spections will be

conducted dur-

ing an MTF's

scheduled

Sustained

Performance

Odyssey.



*The author, a medical inspector for AFIA, holds a doctorate in social work from the University of Georgia.*

**For more on EDIS evaluation criteria,**

**go to the AFIA Web site:**

**<https://www-4afia.kirtland.af.mil>**

# Personal Financial Responsibility

What can happen when troops fail to meet their obligations

Col. Gary Leonard, USAFR AFIA/JA

Handling personal finances responsibly is something the Air Force as well as our families expects of us all. Most AF members do indeed handle financial obligations responsibly and meet their financial obligations in a timely manner.

However, on occasion some Air Force members do not meet their obligations to creditors or to family members. When commanders receive information concerning unmet financial obligations, they can fall back on Air Force Instruction 36-2906, *Personal Financial Responsibility* (Jan. 1, 1998), for help in dealing with their troops' unmet financial obligations.

## Financial Indebtedness of a Civil Nature

If military members do not meet their just financial obligations and it results in court judgments against them, claimants may begin an Involuntary Allotment Procedure by filing an *Involuntary Allotment Application*, DD Form 2653.

If the application is properly submitted, the Air Force will process the application to the local member's commander with a DD 2654,

giving the member time to contest the involuntary allotment by providing appropriate supporting documentation. The documentation will be forwarded to DFAS (the Defense Finance and Accounting Service) for final determination.

If the military member does not choose to contest the involuntary allotment and does not pay the debt, then the involuntary allotment will be approved and an allotment will be taken from the military member's pay until the debt is met.

In certain circumstances, the debtor's commander may make a finding of military exigency (that is, duties prevent the member from responding to the claim at that time). This finding must be appropriately documented in the DD Form 2654. The commander's decision of military exigency is binding on DFAS and DFAS may not take further action on the matter.

## Obligations to Family Members

These actions usually involve child support or spousal support and deal with garnishment or statutory allotments. The garnishment of military pay under 42 U.S. Code 659-662, also contained in 5 CFR (Code of Federal Regulations) Part 581, allows for a garnishment to be placed against the pay of a military member to enforce child support and alimony in accordance with state law. Garnishments may be placed against the pay of active duty, reserve, Guard and retired



members of the Air Force.

The legal process includes any writ, order, summons or other process in the nature of garnishment directed to the Air Force which is issued by a court of competent jurisdiction within any state, territory or possession of the U.S. It can also be issued by a court of competent jurisdiction from a foreign country which has an agreement with the United States that requires the U.S. to honor such process or an authorized official pursuant to an order of such court of competent jurisdiction or pursuant to state or local law.

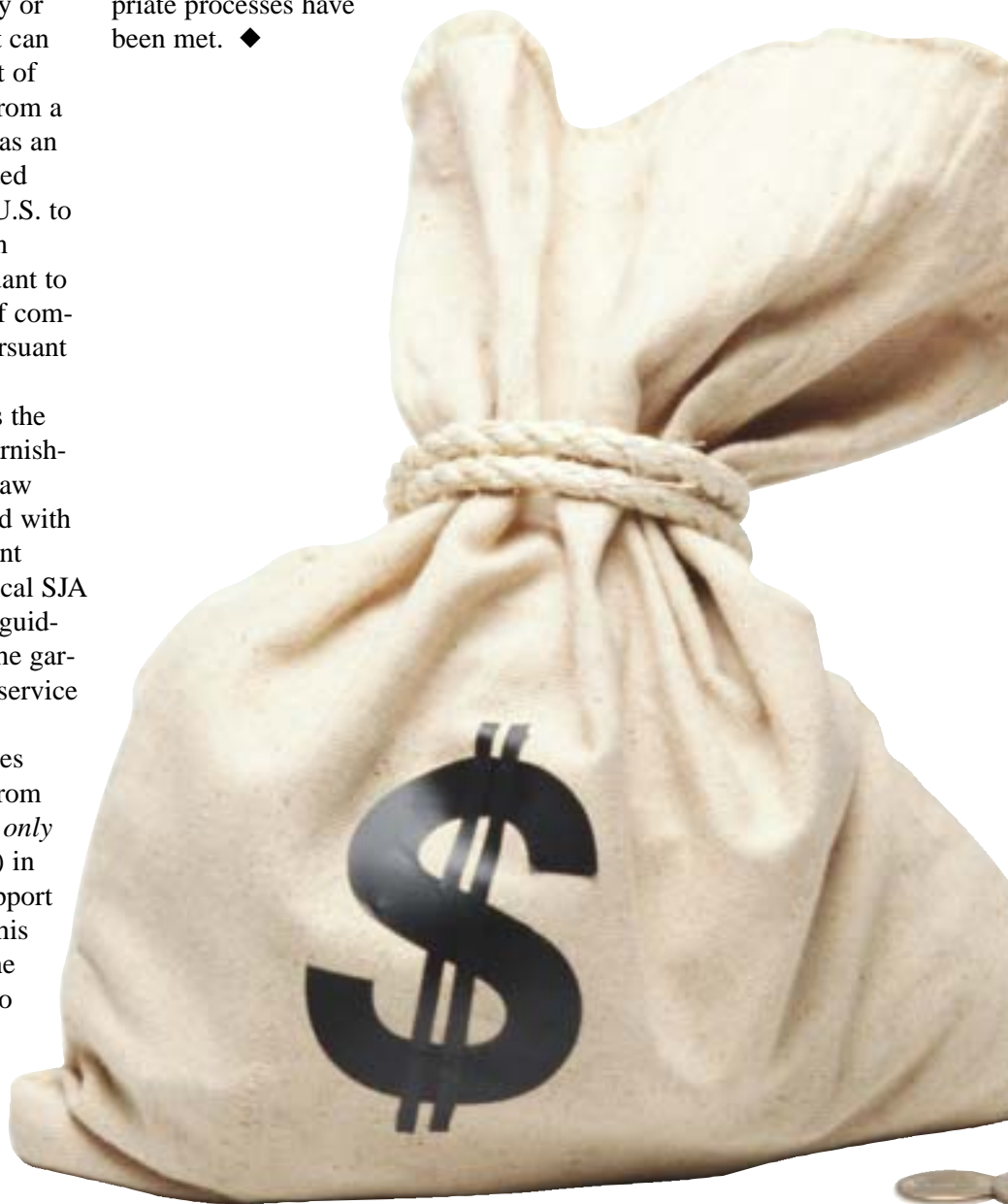
State law determines the procedure to obtain a garnishment order, but federal law determines who is served with the papers. If garnishment papers are served, the local SJA should be contacted for guidance and to verify that the garnishment as well as the service are proper.

Federal law authorizes involuntary allotments from *active-duty military pay only* (not Guard and Reserve) in order to satisfy child support or alimony payments. This may be allowed when the payments are at least two months in arrears and appropriate written notice is received by DFAS from an appropriate court or state agency.

In all of this, commanders should seek the advice of their

staff judge advocates in processing any of the items cited in this article, whether for garnishment or for an involuntary allotment for child support to ensure all of the paperwork is authentic and all of the appropriate processes have been met. ♦

TIG Brief *thanks* Lt. Col. Robert Smith *of the Air Force Judge Advocate General Office for his contributions to this article.*





# CAN I USE THIS?

## Munitions WRM

## and the Mission

**Capt. Brian E. Tolson** ACC/IG  
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WRM munitions assets range from chaff/flare to bombs and missiles to small arms ammunition that are prepositioned during peacetime at operating bases, on the vessels of the Afloat Prepositioned Fleet, and at selected locations and depots for air deployment.

The War Consumables Distribution Objective (WCDO), published annually, is the source document authorizing WRM munitions for "prepositioning/prestocking requirements at designated locations worldwide." The WCDO levels are based on combined inputs from operations, plans and intelligence functions at the Air Force level, ensuring proper support of wartime activities.


Once compiled, the WCDO is released with a section for "nonmunitions items" and

a section for "munitions items." Per chapter 33 of AFI 21-201, the resident AMMO chief evaluates the contents and briefs the operations group and logistics group commanders on shortfalls, excesses, limiting factors, problems and the unit's posture of complete rounds and individual components on hand to build tasked end-item munitions.

At air logistics centers and using commands, munitions managers carefully monitor WRM in storage to ensure serviceability and proper balancing of assets across Air Force locations.

Numerous management levels are involved in the WRM program. The munitions accountable systems officer (MASO) and the munitions flight chief handle the direct management, while the squadron commander and the logistics group commander work the broader program management issues.

The MASO is the first-line manager of WRM



One of the least understood aspects for some folks who manage munitions is the concept of war reserve materiel. WRM is defined in Air Force Instruction 25-101 as "materiel required in addition to primary operating stocks and deployment (mobility) equipment necessary to attain objectives in the scenarios approved for sustainability planning in the Defense Planning Guidance."

This applies to a broad category of items in the Air Force inventory set aside for the above purpose.

This article discusses WRM munitions, how they are managed and accounted for, and the significant monetary aspects of WRM management. For more details, refer to AFI 25-101, *War Reserve Materiel (WRM) Program Guidance and Procedures* (Oct. 25, 2000) and chapter 33 of AFI 21-201, *Management and Maintenance of Non-Nuclear Munitions* (Dec. 1, 2000).



munitions and is responsible for inventory via the Combat Ammunition System-Base (CAS-B) automated report IS507A and is a participating member of the annual WRM review board held within the wing. The MASO ultimately accounts for in-shipments, out-shipments and expenditures.

In conjunction with the munitions flight leadership, the squadron commander (either munitions squadron or maintenance squadron) is responsible for ensuring completion of time compliance technical orders, appointment of a unit WRM monitor, and proper storage and documentation, among other duties.

Finally, the installation's logistics group commander or equivalent serves as the WRM Program Manager (WRMPM) (AFI 25-101, paragraph 6.2.4.), who is ultimately responsible for the base's WRM assets. To maintain accountability, the logistics group commander is the chair for the annual WRM review board and appoints a WRM officer (WRMO) or NCO to oversee day-to-day activities.

WRM assets can be released for nonwartime/noncombat use upon certain circumstances; however, sufficient stock levels must be maintained to allow support of the full range of Department of Defense missions.

To gain use of WRM, units

must exhaust all alternative means of support to satisfy the requirement (such as, but not limited to, purchasing suitable commercial off-the-shelf items, contractor support or host nation support).

Once exhausted, the unit may submit a request to the installation WRM program manager that outlines failed attempts to acquire the items along with a mission impact statement and timeline to reconstitute the WRM stockpile.

In the munitions world, the parent major command retains some WRM releasing authority for certain items like war reserve stocks for allies. WRSA are United States military-owned assets intended for use only in emergencies to cover shortfalls in allied air tasking orders (ATOs). However, if there is a 30-day or less requirement such as an operational readiness inspection, emergency requirement, or the assets can be reconstituted within 30 days, the installation's WRM program manager (installation LG or equivalent) has release authority.

Once the requirement for WRM assets no longer exists, the using unit must then replenish the consumed portions of the WRM stockpile and then have the WRMO verify and document completion status.

WRM munitions items are associated with their own separate-

ly assigned money and accounting procedures under program element code (PEC) 28030.

Each year, unit-level resource advisors (RAs) compile a separate budget for operation and maintenance costs for assigned munitions WRM. This budget contains costs associated with WRM munitions storage, maintenance and reconstitution. Also included are administrative supplies, travel, equipment (to include automated data processing equipment), and janitorial supplies in direct support of WRM munitions.

However, PEC 28030 monies are prohibited from being spent by the civil engineer squadron for repair and maintenance of facilities, purchasing mobility equipment, and similar costs; money for these operations is already provided in other PECs.

Finally, PEC 28030 money ensures munitions WRM assets are maintained to high standards.

WRM munitions are a large piece of the stockpile designed to provide the deploying combat unit with quick access to munitions in order to bring the fight to the enemy. Managing munitions WRM accounts associates unique additional requirements for the MASO, squadron commander, squadron financial manager and installation LG. Munitions WRM also involves

identifying the munitions, managing requirements and being aware of corresponding monetary concerns. WRM: the warfighter's enabler! ♦

*TIG Brief thanks Maj. Emil Kabban for his assistance in preparing this article. He is Chief of the Munitions Branch at the Air Force Inspection Agency's Acquisition and Logistics Directorate.*





# IG PROfiles

## Senior Master Sgt. James Raymond Dean

**Duty Title:** Chief Inspector, Training and Readiness

**Organization:** Headquarters Air Force Reserve Command,  
Robins AFB, Ga.

**Air Force Specialty:** Education and Training

**Veteran of:** Nine Unit Compliance Inspections (UCIs)

**Job Description:** Leads, manages and directs the inspection of training and readiness processes across Air Force Reserve Command's (AFRC) 40 wings with a population totaling more than 73,000 reservists. As an inspector general staff member under the UCI format, he reviews, inspects and evaluates processes providing technical field expertise in the identification of laudatory and discrepancy findings. Provides quality assessments for officer and enlisted training issues and programs. Ensures training is properly documented and managed effectively for 130 AFSCs. Reviews training records and automated training systems for compliance. Conducts assessments regarding training managers and unit commanders' involvement in on-the-job training, ancillary training and advanced distributed learning arenas. Reviews base-level training oversight practices to determine guidance effectiveness.

**Hometown:** Falls Village, Conn.

**Years in Air Force:** 25

**Volunteer Work:** Assistant Cub Scout Scoutmaster



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## Lt. Col. Gary W. Hamilton



**Duty Title:** Chief, Logistics Branch (Safety, Logistics,  
ORM Inspector)

**Organization:** Headquarters Air Force Reserve Command,  
Robins AFB, Ga.

**Air Force Specialty:** Logistics

**Veteran of:** 18 UCIs, one joint UCI,  
team chief for two inspections.

**Job Description:** Directs inspections of logistics, safety and environmental areas. Chief ORM inspector for the command. Provides assessment on the health of the command to the inspector general and the commander. Develops AFRC directives to implement Department of Defense and Air Force inspection policy.

**Hometown:** Florence, Ky.

**Volunteer Work:** Youth soccer, baseball and swimming



**H**ere's a list of Eagle Looks accomplished by the Air Force Inspection Agency in fiscal 2001. Eagle Looks are management reviews that are independent, objective assessments of programs and processes with Air Force-wide impact. Each review culminates in a published report. To request a hard copy, e-mail the agency's Operations Support Division, [hqafia.cvs@kafb.saia.af.mil](mailto:hqafia.cvs@kafb.saia.af.mil).

**Air Force Corrections System (AFCS) Level I Confinement Facility Program**

Assesses the effectiveness of the AFCS Level I Confinement Facility Program by evaluating the program at each level: Air Staff, major command and wing.

**Aircraft Maintenance Data Collection and Use**

Assesses the aircraft maintenance data documentation (MDD) process, focusing on MDD collection, connectivity, integration, accuracy and usefulness.

**Competitive Sourcing: Education and Training Effectiveness**

Assesses the training and education needed to not only effectively complete the competitive sourcing process but to also manage the resultant combination of military/civil service/contractor/MEO organizations necessary for mission accomplishment.

**Contingency Maintenance Personnel Sourcing Process**

Examines the process for determining and filling contingency maintenance manning requirements.

**Contract Data Requirements**

Concerns the extent of standardization in the data requirements development process for contracts.

**Defensive Counterinformation (DCI) Operations**

Assesses the effectiveness of DCI operations implementation at the major commands.

**Facility Investment Metric (FIM) Program**

Assesses the application of impact ratings to FIM projects. The FIM Program is used to identify facility/infrastructure restoration and modernization projects needed to repair and upgrade AF installations.



FIM puts a "mission face" on these requirements by describing the impact on the installation's mission—whether critical, degraded or minimal.

FIM is used to advocate for funds for these projects.

**Implementation and Execution of the Aerospace Expeditionary Force Construct**

Examines the implementation and execution of the AEF construct at the unit commander level.

**Initial Support Equipment Requirements Planning**

Assesses the Air Force's planning process to identify initial support equipment requirements.

**Life Support Equipment**

**Acquisition & Sustainment Process**

Concerns the ability of the Air Force Life Support Equipment (LSE) acquisition and sustainment process to meet rapid mobility requirements.

**Nonnuclear Munitions**

**Allocation and Distribution**

Assesses the effectiveness of processes to ensure theater allocations support the Nonnuclear Consumables Annual Analysis (NCAA) requirements and the combatant command's distribution objectives are consistent with the NCAA objectives.

**Resource Augmentation Duty (READY) Program**

Assesses the effectiveness of the READY Program through the following criteria: first, that the program is useful to commanders; second, that the program is used in accordance with the intent outlined in the governing Air Force instruction; and third, that the administrative requirements of the program are value-added. ♦

# ASK the IG

**Q:**What do I do if I have a complaint about the IG?

**A:**Air Force Instruction 90-301, Inspector General Complaints, makes provision for this exigency.

Integrity and credibility are crucial for maintaining confidence in the IG process. AFI 90-301 directs that Inspectors General refrain from self-investigation or the perception of self-investigation. Therefore, to avoid the appearance of self-investigation, complaints against the IG are elevated to the next level.

Additionally, it is the complainant's responsibility to request a review in writing to the next-level IG within 90 days of receiving an IG

response. The complainant must provide specific reasons why they believe the original investigation was not valid or adequate. If additional information becomes available, the complainant must provide the additional information that justifies a higher-level review of previously considered issues.

Your IG is committed to providing responsive information to Air Force leadership for deliberative, fact-based decision-making. Simply disagreeing with the findings of the IG report or with the command action taken in response to the findings is not sufficient reason to justify a higher-level review or additional investigation. ♦

## TIG BIRD

# B-24 LIBERATOR

The B-24 was employed in operations in every combat theater during World War II. Because of its great range, it was particularly suited for such missions as the famous raid from North Africa against the oil industry at Ploesti, Rumania, on Aug. 1, 1943. For more on the mighty bomber, surf to the Air Force Museum at:

<https://www.asc.wpafb.af.mil/museum>

## ON THIS DATE...

### ... in July

**July 5, 1944:** The Northrop MX-324, the first United States rocket-powered airplane, flies for the first time by company pilot Harry Crosby at Harper Dry Lake, Calif.

**July 20, 1947:** Sixteen F-80 Shooting Stars reach Scotland from Selfridge Field, Mich., after nine hours, 20 minutes, accomplishing the first west-to-east transatlantic flight by jet planes.

**July 2, 1952:** The Air Force discloses a new jet fighter, the Lockheed F-94C Starfire, the first Air Force fighter armed solely with rockets.

**July 14, 1952:** The Ground Observer Corps initiates the 24-hour-a-day Skywatch program as part of a nationwide air-defense effort.



**July 10, 1965:** Scoring the first U.S. Air Force air-to-air combat victory in Southeast Asia, two F-4C aircrews of the 45th Tactical Fighter Squadron down two Communist MiG-17 jet fighters over North Vietnam.

**July 1991:** The 445th Military Airlift Wing, Norton Air Force Base, Calif., flies the first humanitarian aid mission to Mongolia, airlifting almost 20 tons of emergency medical supplies.

### ... in August

**Aug. 10, 1949:** President Truman signs the National Security Act amendments of 1949, revising unification legislation of 1947 and converting the National Military Establishment into the Department of Defense.



**Aug. 11, 1972:** The first flight of the F-5E international fighter aircraft is made at Edwards AFB, Calif., marking the

beginning of contractor development, test and evaluation.

**Aug. 4, 1977:** The last T-33 Shooting Star leaves the Air Force Flight Test Center for retirement at Davis-Monthan AFB, Ariz.

**Aug. 30, 1982:** The F-5G (later, F-20) Tigershark makes its first flight at Edwards AFB.

**Aug. 6, 1993:** Dr. Sheila E. Widnall is sworn in as Secretary of the Air Force, becoming the first woman armed services secretary.

**Aug. 2, 1994:** Two 2nd Bomb Wing B-52 Stratofortresses set a world record, circumnavigating the earth during a global-power mission to Kuwait. The 47-hour flight takes five aerial refuelings.

**Aug. 25, 1995:** C-17 Globemaster III cargo aircraft participate in their first major exercise. Eleven C-17s from the 315th and 437th Airlift Wings move almost 300 tons of troops and equipment to Kuwait.





# SOURCES OF INSPIRATION

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